Annual Report 1991

Civil Service Commission

92-04980/

ANNUAL REPORT
1991

Prince Edward Island
Civil Service Commission

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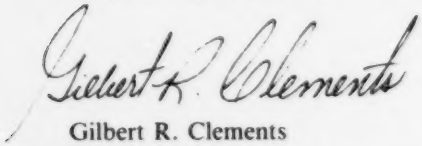
The Honourable Marion Reid
Lieutenant Governor of Prince Edward Island

Dear Madam:

In accordance with section four of the Civil Service Act, I have the honour to submit the report of the Prince Edward Island Civil Service Commission for the year ending December 31, 1991.

Respectfully submitted,



Gilbert R. Clements
Minister Responsible
for the Civil Service

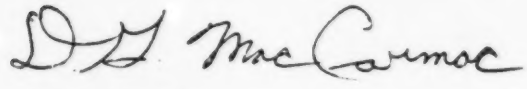
The Honourable Gilbert R. Clements
Minister Responsible for the Civil Service

Dear Sir:

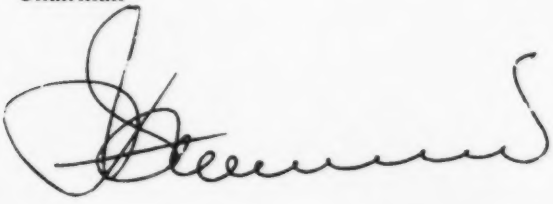
It gives us great pleasure to submit herewith the report of the Prince Edward Island Civil Service Commission for the year ending December 31, 1991.

May we take this opportunity to acknowledge the assistance and diligent work of the staff of the Civil Service Commission.

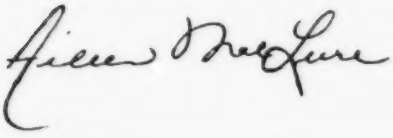
Yours sincerely,



Don G. MacCormac
Chairman



Paul H. Schurman
Commissioner



Aileen MacLure
Commissioner

THE CIVIL SERVICE COMMISSION

Organization

The Civil Service Commission consists of a full-time Chairman and two part-time Commissioners appointed pursuant to the *Civil Service Act*. The Chairman is the Chief Executive Officer.

Mandate

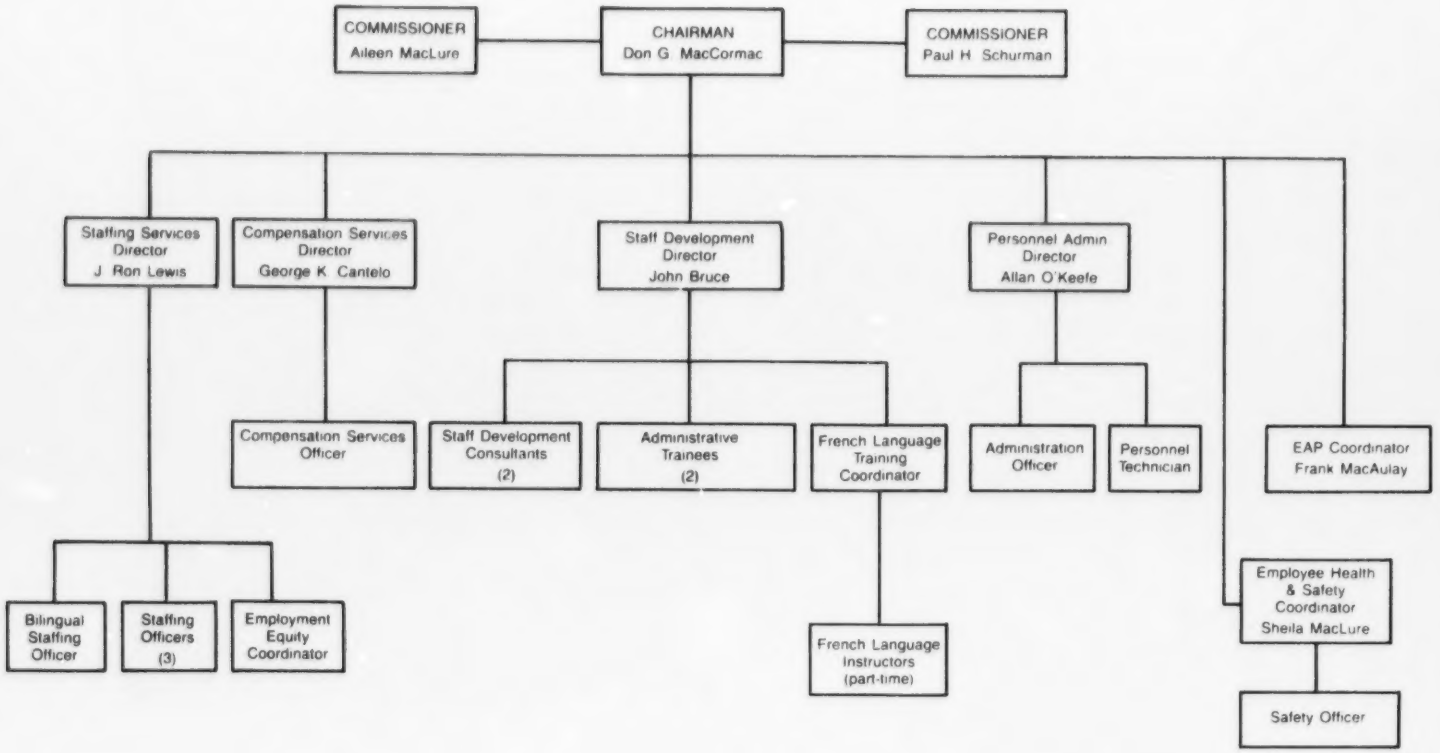
Through its staff of personnel specialists, the Commission is responsible for:

1. Staffing the Civil Service. (Recruitment, selection, placement, transfer and promotion).
2. Providing Training and Development programs for employees in the Civil Service and consultation services on organizational development issues.
3. Developing and maintaining a Classification Plan as a basis for equitable compensation of employees.
4. Ensuring equitable treatment by monitoring the interpretation and administration of the *Civil Service Act*, Regulations and Collective Agreement.
5. Promoting Employee Wellness through Occupational Health and Safety efforts, and an Employee Assistance Program.

The Commission works to ensure that appointments to or from within the Civil Service are made in keeping with the merit principle and the Act. Procedures have been established to ensure that citizens have a reasonable opportunity to obtain employment at all levels of the civil service, while affording employees an opportunity to obtain promotions and pursue a career within the civil service.

This year's annual report features employees from throughout the civil service. Pictured below is ***Gail MacNutt****, a Public Health Nurse with Department of Health & Social Services administering vaccine to a student.*

CIVIL SERVICE COMMISSION
Organization Chart



STATISTICS AT A GLANCE

	FULL-TIME	PART-TIME	TOTAL
Employees on payroll (Dec.31/91)			
Executive Division	49	-	49
Classified Division	2693	620	3313
Casual Division			
Temporary	524	66	590
Relief	320	57	377
Contract	48	-	48
Student			1
TOTAL EMPLOYEES			4378

Appointments to Classified Positions	180
Separations	115
Turnover Rate	3.5%
Employee Transfers	17
Secondments	45
Temporary Assignments	44
Employees in Deferred Salary Plan	28
Employees on TOTS Program	90
Injury-On-Duty Claims	307
Days lost due to injuries	5443

	MALE	FEMALE	ALL EMPLOYEES
Average Age	43	41	42
Average Service	12	10	11
Average Salary:			
Full-Time Employees	$36,215	$29,581	$32,687
Full and Part-Time Employees	$34,974	$25,451	$29,490

HIGHLIGHTS OF 1991

- Turnover rate in the civil service drops by 40%.
- Accidents reduced by 15%.
- Employees accept 6% temporary wage cut to assist with deficit problem.
- Salary gap between male and female employees closes by 2%.
- Total number of employees decreases slightly.
- Workforce Adjustment Program to assist employees displaced by Government Reform initiatives.
- General Classification Review of all civil service positions being implemented.
- *"Aids in the Workplace"* policy clarifies rights and responsibilities.
- Employee Assistance Program assists 200 employees in its first year. 85% report improved job performance.
- 40% success rate in rehabilitating sick or injured employees.
- 16% increase in training activities.
- 24 persons with disabilities placed.
- Departments provided on-line access to personnel information.

***Don Scott,** Department of Community & Cultural Affairs, received a Certificate of Appreciation from **Hon. Gilbert R. Clements** and a clock from **Albert MacDonald,** Community and Cultural Affairs for an award winning suggestion.*

SIGNIFICANT HAPPENINGS

GOVERNMENT REFORM

A Cabinet Committee on Government Reform, supported by a Secretariat, began to examine the organizational structure of Government to increase efficiency and effectiveness. Task Forces were created to examine various Government operations such as Economic Development, Health, Education and Management of Government.

New Agencies

The first phase of Reform initiatives resulted in the creation of several new agencies to replace some existing organizations. The ***ISLAND REGULATORY AND APPEALS COMMISSION*** assumed responsibility for the functions previously performed by the Public Utilities Commission, Land Use Commission and several appeal groups. It became operational in December.

The process of staffing positions in the new ***LENDING AGENCY, MARKETING AGENCY*** and ***DEVELOPMENT AGENCY*** started in December. These Agencies are expected to become operational in 1992.

While employees of these agencies are not covered by the *CIVIL SERVICE ACT,* the Commission is assisting the agencies by providing classification and staffing services.

Workforce Adjustment Program

A **WORKFORCE ADJUSTMENT PROGRAM**, coordinated by the Civil Service Commission, was developed to assist employees displaced from their jobs as a result of structural changes brought about by Government Reform initiatives.

The program components were developed to provide a flexible assistance package for affected employees. Every effort will be made to redeploy these *"surplus"* employees; if redeployment is not possible, the employee may be eligible for:

- ***EARLY RETIREMENT,***

or

- ***ENHANCED SEVERANCE,***

or

- ***RETRAINING***

In an effort to create openings for displaced workers a ***VOLUNTARY SEPARATION INCENTIVE*** of 20 weeks pay is available to employees who voluntarily leave, where their position can be abolished or filled by a *"surplus"* employee.

WAGE RESTRAINT

A unique feature of the P.E.I. Government effort to reduce expenditures was that employees agreed to a voluntary wage reduction.

The Union of Public Sector Employees voted to amend the Collective Agreement by a temporary wage reduction:

- a 6% reduction in pay rates for the period November 19, 1991 to March 23, 1992.
- in exchange for this pay cut, employees were entitled to accumulate up to 6 days off with pay.
- increment increases and pay equity adjustments are not affected by this pay reduction.

Addendum

- salaries of excluded employees were reduced in the same way as the bargaining unit.
- Ministers, MLA's and Deputies had their salaries reduced by 8% for the period November 1, 1991 to March 31, 1992.

Christmas Closure

As part of the restraint effort, and to provide employees with an opportunity to utilize some of their 6 day Leave Entitlement, all Government offices were closed for the week of December 23rd, and for a half-day on December 31st.

***Lorne Clow**, Administrative Officer with Energy and Forestry checks some items with **Heather Berrigan**, Accounting Technician.*

WORKFORCE TRENDS

AGING CIVIL SERVICE

The average age of the civil service increased to 42 years. More significantly, the proportion of the workforce under age 35 has dropped by 26% in the past 5 years:

YEAR	% EMPLOYEES AGED 35 OR LESS
1986	31.5%
1987	29.5%
1988	29.8%
1989	28.0%
1990	26.0%
1991	24.0%

This trend towards an older workforce is attributable to a low turnover rate (3.5%) and the fact that the average age of a new hire in 1991 was 35.7 years.

FEMALE EMPLOYEES

The participation of female employees has changed very little in the past several years. Women hold 58% of all civil service positions, but remain concentrated in Administrative Support and Operational categories, and under-represented in Technical positions.

CATEGORY	MALE	FEMALE	TOTAL
Administrative	452	273	725
Administrative Support	40	467	507
Operational	551	760	1311
Professional	168	359	527
Technical	194	49	243
TOTAL	**1,405**	**1,908**	**3,313**

Implementation of the first adjustment under the Pay Equity Plan has closed the gap in the ratio of female to male salaries by 2 percentage points. Further adjustments are scheduled over the next 4 years.

AVERAGE SALARY

FULL-TIME CLASSIFIED EMPLOYEES

YEAR	MALE	FEMALE	ALL EMPLOYEES	FEMALE SALARY AS % OF MALE
1984	$26,383	$20,318	$ n/a	77 %
1985	27,303	21,338	24,245	78 %
1986	28,683	22,406	25,412	78 %
1987	29,534	23,108	26,225	78.6%
1988	30,667	23,944	27,156	78.1%
1989	32,504	25,714	28,895	79.1%
1990	33,650	26,850	30,100	79.8%
1991	36,215	29,581	32,687	81.7%

***Bill Batchilder,** Tradesman, Department of Transportation & Public Works puts finishing touches to a pamphlet display rack in department's carpentry shop.*

STAFFING SERVICES DIVISION

OVERVIEW

The Staffing Services Division provides leadership and service in the staffing of government departments and agencies, ensuring that all appointments made to and from within the classified civil service are based on the principle of merit. Programs and services are designed to afford citizens equitable and reasonable access to employment opportunities, while providing internal mobility of employees to positions where their skills and abilities can be utilized most effectively.

1991 was a year of change for the Division. As departments and agencies complied with fiscal restraint and efforts to lower salary expenditures, the number of requests to fill vacancies decreased, while the number of vacancies filled "internally" showed a marked increase. This trend to internal recruitment provided many civil servants with opportunities for career enhancement, while allowing departments to reduce salary expenditures by not refilling less-essential vacancies.

In September a moratorium was placed on all external hiring except where efforts to recruit internally prove unsuccessful.

The Employment Equity program continued to assist individuals with disabilities in accessing government employment; some through subsidized work placements.

French language services were expanded during the year with the filling of additional bilingual positions.

Some Division staff were reassigned to work on the Classification Study which began in January of 1991.

The Division is providing staffing consultation and assistance to departments, agencies, and employees affected by changes in organizational structure due to Government Reform.

RECRUITMENT

70% of the 166 competitions advertised in 1991 were In-Service competitions, restricted to classified civil servants. This represents a major shift in recruitment policy from previous years.

46% of the 4564 applications received in 1991 were in response to advertised competitions; the remainder were unsolicited.

The Division continued to address classes of graduating university or college students as requested, or as a means to recruit qualified applicants for high-turnover positions.

Out-of-province advertising was utilized to recruit applicants for positions which could not be filled within the Province.

SELECTION AND PLACEMENT

Because the majority of competitions were advertised internally and therefore not open to the general public, the average number of applicants per competition dropped to 12.5 from 18 in 1990.

Selection Committees comprised of a Staffing Officer and departmental representatives evaluated candidates against position requirements through interviews and examinations conducted in the geographic location of the vacant position.

Written examinations were administered in 39 of the 166 competitions.

2,025 qualified applicants were invited for employment interviews. Of those interviewed, 77% passed. Staffing Officers conducted post-board discussions with candidates who requested explanations of their examination or interview results.

Of the 421 placements, 43% were probationary appointments; 22% temporary or relief appointments; 25% temporary assignments, secondments, and transfers; and 10% were appointments made through the Employment Equity Program.

CAREER ENHANCEMENT OPPORTUNITIES

The percentage of vacancies filled "internally" was higher in 1991 than it has been in several years. 45% of job offers were to classified civil servants through promotion, transfer, secondment, or temporary assignment.

TRANSFERS

The Division attempted to find suitable positions for employees who requested a permanent change in job or work environment. 17 transfers were processed.

TEMPORARY ASSIGNMENTS

The Division arranged temporary assignments for 44 employees. Temporary assignments provide employees with the opportunity to volunteer for a temporary job change as a means of acquiring new experience and job skills. Employees normally receive their regular salary while on assignment.

SECONDMENTS

45 secondments were arranged in 1991. A secondment is a temporary transfer of an employee for a specific period of time (usually one year) into a different job which may be in another department or an outside organization. A seconded employee may receive a higher salary if he/she is fully qualified to carry out the responsibilities of the position.

SPECIAL PLACEMENT

The Division continued to work closely with the Employee Assistance Program and the Rehabilitation Coordinator to identify suitable positions for employees requiring a job change due to personal or medical reasons.

STAFFING OF BILINGUAL POSITIONS

14 bilingual positions were staffed: 2 probationary and 12 temporary.

38 candidates were interviewed for these positions which included French Language Instructors, Homemaker, Resident Care Workers, Translator, Librarian, Library Technician, and Speech Therapist.

Since the expansion of French Language Services began in 1989, 50 bilingual positions have been staffed.

EMPLOYMENT EQUITY PROGRAM

Individuals with disabilities and other minority group members received special consideration for employment during the year, with 187 applicants interviewed. 24 individuals were placed in government positions. Funding for the initial wage subsidy for these positions was provided through the S.A.R.S. Agreement by the Department of Health & Social Services. In addition, 18 temporary and 3 probationary appointments were made under Employment Equity in 1991.

A total of 54 persons hired to date through this program are currently employed in the civil service; of these 14 have successfully competed for and achieved permanent status.

ORGANIZATIONAL CHANGE

The Division continues to assist Departments and Agencies affected by organizational change. Consultations began with the Department of Health and Social Services regarding the future amalgamation of the Dr. Eric Found Health Centre and the Prince Edward Home. Sessions on resume writing and interview preparation were conducted for affected employees at the Lending Authority, Development Agency, and Department of Agriculture. Assistance was also offered in staffing the newly established agencies. Presentations were made to the staff members of the P.E.I. School of Nursing, which will be phasing out of operation.

A Staffing Officer was assigned to respond to inquiries generated by the ***"Voluntary Separation Incentive Program"*** which was announced in November.

COMPUTERIZED STAFFING RESOURCE SYSTEM

1991 marked the first full year of operation for the Staffing Resource System.

This system fulfilled its objective of improving service to departments and the public, and enhancing the management of programs and services. All applications and competition results are now computerized, allowing Staffing personnel to independently access information from their own terminals without the need for *"hard copy" files.* The new system maintains an inventory of applicant and employee information which can be accessed when searching for potential candidates possessing any combination of education and work experience.

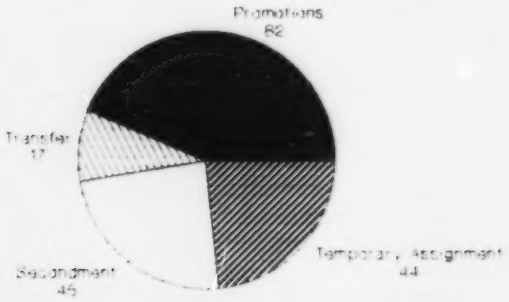
APPRECIATION

The Staffing Services Division extends sincere thanks to all departmental representatives who participated in the staffing process during 1991.

Staffing Statistics
1991

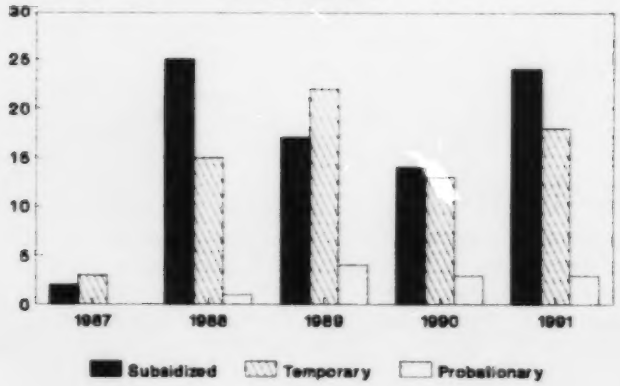
Competitions:		
Open	166	
In-Service	117	
		283
Applications Received		4,564
Applicants Interviewed		1,753
Applicants Qualifying in Selection Interviews		77%
Probationary Appointments		176
Provisional Appointments		4
Temporary Appointments		61
Relief Appointments		29
Contract Appointments		1
Temporary Assignments		44
Secondments		45
Transfers		17
Disabled, training appointments		23
Disabled, term appointments		18
Disabled, probationary appointments		3
TOTAL PLACEMENTS		**421**
Refusals of Job Offers		18

CAREER ENHANCEMENTS



EMPLOYMENT EQUITY

Appointments



COMPENSATION SERVICES

MANDATE

The mandate of the Division is to determine the relative worth of all jobs within the civil service. The on-going maintenance of the job evaluation system and classification plan ensures that similar jobs are compensated at the same rate of pay. While the Commission assigns each job to a specific classification, the rate of pay for each classification is the responsibility of Treasury Board.

The Division's continuing objective is to provide compensation policies, systems and services that encourage the effective organization and use of human resources. Its role is to manage the Classification System and ensure it is responding to the needs of management and employees.

PAY RESEARCH

The Division continued its program of pay research, comparing classification and salary levels of civil service jobs to those in other private and public organizations, including other provincial governments. The Division also responds to numerous compensation inquiries, and participates in surveys conducted by public and private organizations.

COLLECTIVE BARGAINING

Successful union-management negotiations resulted in the June 20, 1991 signing of a new Collective Agreement between the Government and the Union of Public Sector Employees. Under this Agreement, Civil Service salaries were increased by $850.00 on October 1, 1990, and by 4.5% on July 1, 1991.

In an unprecedented response to current economic conditions and the Government's cost-reduction initiatives, the Union of Public Sector Employees accepted a 6% reduction in salaries, in return for compensatory personal leave, for the period November 19, 1991 to March 23, 1992.

PAY EQUITY

The five-year implementation schedule of the Pay Equity Study commenced on January 1, 1991, increasing the annual salary of 1,934 employees. The pay equity increments, ranging from $255. to $6,325. per year, are added to the annual salary rates of affected employees to become amalgamated in the regular biweekly wages.

CLASSIFICATION SERVICES

The Division continued to provide services to departments in organization review, job design and workload assessment. The organization-wide classification study, presently being conducted by the Joint Union-Management Classification Review Committee, impacted the volume of classification reviews undertaken by the Division in 1991. Only new positions, or those with significant responsibility changes, were classified. Staff of the Division reviewed the new and updated descriptions with the employees and supervisors, and determined, in relation to specifications, the most appropriate classification. When jobs were found to have additional duties and responsibilities, they were upgraded. When no significant changes were identified, they were confirmed at their present classifications. When jobs were found to have decreased responsibilities they were downgraded in the classification plan. In some cases, changes in job duties resulted in a job being re-assigned from one classification to another at the same rate of pay. These are identified as *"Classification title changes."*

CLASSIFICATION APPEALS

The Commission's classification decisions are subject to appeal from either the employee in the position or the Deputy Head of the department. The appeals are considered by the Classification Appeal Board which consists of three members (and three alternates) appointed by the Lieutenant-Governor-in-Council. The Appeal Board's decisions, to reclassify positions or to confirm the Commission's classifications, are binding on all parties, and influence the design and application of the classification plan.

GENERAL CLASSIFICATION STUDY

In 1991 the Commission and the Union of Public Sector Employees worked cooperatively on a study which will lead to the implementation of a new classification system. Based on the Willis Job Evaluation System, this new method of classifying positions will be easier to manage and to justify to managers and employees than the current classification system which was established in 1969.

Key players in the study included the Joint Union-Management Steering Committee; the consulting firm of Norm D. Willis and Associates; Data Collection Coordinators; and the Job Evaluation Committee. All employees were required to complete Job Information Questionnaires.

The first 4 phases of the five-step process were completed during 1991. These included:

Communication

All civil servants were notified of the study through notices in the Civil Service and Union newsletters; as well, every employee was invited to attend an information session.

Data Gathering

During January and February 127 briefing sessions were conducted across the Province. Four teams of employees served as Data Collection Coordinators, distributed and explained Job Information Questionnaires and responded to questions and concerns of employees.

Completed questionnaires were reviewed by supervisors and approved by the Deputy Minister (or designate).

Screening/Interviewing

The Data Collection Coordinators reviewed 3,600 questionnaires for completeness and clarity. Employees were contacted when further information was required. Consultants and Data Collection Coordinators conducted 900 interviews in person or by telephone.

Job Evaluation

The Job Evaluation Committee, a trained nine-member team of union and management representatives, began evaluating positions in April. A cross-section of 468 jobs were evaluated by the Committee and the remaining jobs were evaluated by the consultants. Sore-thumbing, an exercise to ensure consistency in the evaluation process, was completed in December. The writing of job specifications began in July and is continuing.

Classification Proposal and Pay Determination

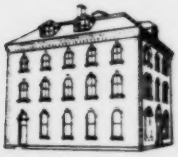
This final phase of the study will begin in early 1992.

The consultant will prepare a report on evaluation points and pay grades. When the Report is accepted, negotiation of pay ranges will begin and the new plan will be implemented.

***Shelley Murphy,** Home Economist, prepares some sample recipes in the Department of Fisheries test kitchen.*

STAFF DEVELOPMENT DIVISION

OVERVIEW



The Staff Development Division experienced the most active and productive year in its history in 1991.

Key influences and initiatives during the year included:

- A review of the role of the Division by the Government Reform Sub-Committee on The Management of Government;
- Establishment of working groups to develop a new approach to Supervisory, Management, and Executive Development;
- Extensive involvement in process consultation with the Office of Government Reform;
- Re-introduction of the Employee Microcomputer Purchase Plan; and
- Increasing demands in In-Service Training, Customized Training, French Language Training, and requests under Financial Assistance programs.

The mandate of the Division is to provide a broad range of training, development, and consultation services to all departments and their employees to assist in increasing the efficient and effective delivery of service to the public.

Wherever possible the Division shares resources with Island hospitals, municipalities, school units, Holland College, U.P.E.I., and other public service agencies.

OBJECTIVES

The major objectives of the Division are:

- To provide development and training opportunities to meet the identified needs of employees and departments.
- To assist departments implement organizational change.
- To provide process consultation in the area of organizational development initiatives.

PROGRAMS

To reach its objectives the Division provides:

In-Service Training
Customized Training
Executive Development Opportunities
French Language Training
Consulting Services on Organizational Development
Process Consultation Services
Career Planning Services
Tuition Reimbursement
Course Subsidization
Educational Leave
Computer Literacy
Secretarial Career Program
Administrative Trainee Program

IN-SERVICE TRAINING

Each year departments provide input into the development of a calendar of in-service courses. In 1991, 70 courses on a variety of topics were offered. 1563 employees participated in one or more of these.

EXECUTIVE DEVELOPMENT

This year's Executive Development Program was targeted at activities which, while developing Deputy Ministers and Senior Directors, were also supportive of the principles and initiatives of Government Reform.

Among the themes and events held during the year were:

- *"PS 2000"* by Robert Giroux, Chairman of the Public Service Commission of Canada,
- *"Senior Management Workshop on Government Reform"*,
- *"The Structure of Organizations"* with Dr. Henry Mintzberg,
- *"Well Performing Government Organizations"* by Otto Brodtrick, and
- *"Strategic Planning"* with Alan Parry.

Over 400 Executives participated in 5 Executive Development events during the year. In addition, one executive was sponsored to participate in the Queen's University Program for Public Executives, another attended the Governor General's Study Conference, and a third participated in the National Defence College in Kingston, Ontario.

CUSTOMIZED TRAINING

Supporting or providing training to meet specific needs of departments continues to be an area of increasing demand and impact for the Division.

During 1991, 1733 employees participated in 119 individual customized training events tailored specifically to the needs of the Department or Agency requesting the service. This represents a 43% increase in demand for this service over the previous year.

The majority of requests for customized training were in the areas of team-building, group work, supervision, and work planning and review.

FINANCIAL ASSISTANCE PROGRAMS

The Division offers a variety of financial assistance programs to assist employees and/or departments meet their training or developmental goals.

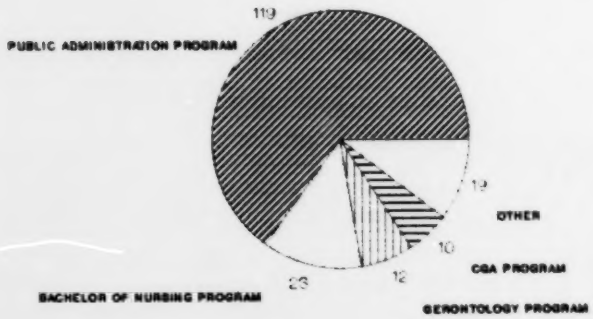
The Tuition Reimbursement Program assists employees to participate in correspondence studies, University of Prince Edward Island courses and Holland College programs.

Reimbursement is contingent upon departmental approval and successful completion. It is calculated at 60% of the registration fee.

The following chart indicates the major uses of the Tuition Reimbursement Program during 1991.

TUITION REIMBURSEMENT

BREAKDOWN BY USE



The Course Subsidization Program provides financial support for participation in courses of less than 6 weeks duration conducted by outside agencies.

Typical uses of this program include courses by the Maritime School of Social Work, Dietetic workshops, the International Conference on Innovative Rural Development, and Managing the Implementation of Information Technology.

As well, 3 workshops were cost-shared with the Hospital and Health Services Commission to bring in outside resources to share their expertise in the health care field with both Provincial Government and Island hospital health care professionals.

The Educational Leave Program provides leave and assistance for employees to pursue their education at the graduate level where such study is consistent with the needs of the Department.

During 1991 four (4) departments used this program to upgrade the skills of their employees.

FRENCH LANGUAGE TRAINING

The Commission, with financial support from the Secretary of State, provides a French Language Training Program for the Civil Service. The program is administered by a Co-ordinator and staffed by part-time instructors offering courses at the introductory, intermediate, and advanced levels at locations across the province.

This program has expanded during the past year to accommodate demand for language training from the provincial hospital system.

At year's end, 117 students were enrolled in the program and 18,186 instruction hours conducted.

ADMINISTRATIVE TRAINEE PROGRAM

The Administrative Trainee Program is an accelerated management development program. Over a two year period the trainees work in a variety of assignments to complement their personal development needs and to prepare them for a career in the Civil Service.

Participants are recent university graduates who are hired on the payroll of the Commission and loaned to departments for developmental assignments.

During 1991 trainees worked on assignments with Treasury Board, Staffing Division of the Commission, Department of Transportation and Public Works, and Department of Health and Social Services. One trainee assisted the Chairman of the Commission with several projects related to Government Reform including defining the role of the Deputy Minister and the development of the Workforce Adjustment Program.

A department may request the services of a trainee for a special project or for the replacement of a regular employee where the assignment meets the developmental needs of the trainee.

COURSE LEADERS

While Divisional staff act as resources for the majority of training programs, the expertise of employees in line departments is utilized to assist in delivering a number of courses.

The Division provides training in instructional techniques and course design, as well as assistance in program development to these volunteer course leaders.

The Division is grateful to those departments who have allowed staff to share their expertise with their fellow employees. This makes it possible for a much more extensive program offering than would be otherwise possible.

M.B.A.- FEASIBILITY STUDY

The Civil Service Commission, in cooperation with the Atlantic Canada Opportunities Agency, has called for proposals to study the feasibility of offering a part-time ***MASTER OF BUSINESS ADMINISTRATION PROGRAM*** in Prince Edward Island.

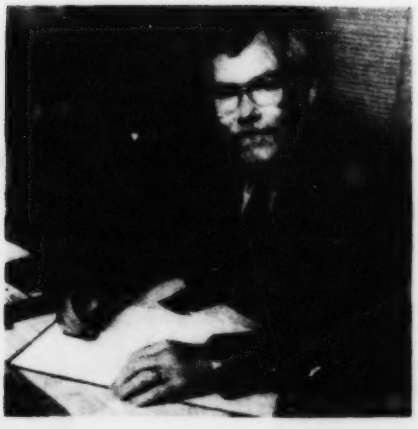
This initiative is a response to numerous requests from civil servants and others who wish to pursue a graduate degree but find it difficult to study full-time at an off-island institution.

Objectives of the study are to:

- determine the demand for a part-time Master of Business Administration Program;
- ascertain the general program format and orientation favoured by interested students, and
- assess the feasibility of offering an MBA program, given the identified demand.

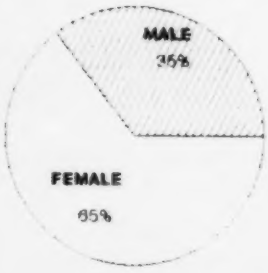
The consultant will be selected in early January, a broad consultation will follow, and a report prepared by March 31, 1992.

The study is being directed by a steering committee of representatives from the Federal and Provincial Governments, the private sector and the University of Prince Edward Island.

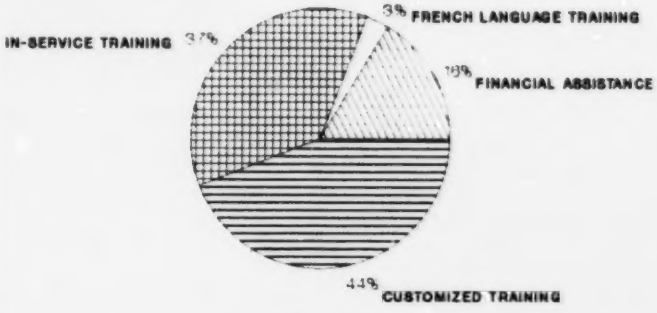


***Wayne MacQuarrie** from the Department of Energy & Forestry participated in the Governor General's Canadian Study Conference.*

PARTICIPATION BY GENDER
(All Programs)



PARTICIPANTS BY MAJOR PROGRAMS



TRAINING BY DEPARTMENT - AGENCY

1991

DEPARTMENT/AGENCY	IN-SERVICE TRAINING		CUSTOMIZED TRAINING		FINANCIAL ASSISTANCE PROGRAMS		
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	TOTAL
ADDICTION SERVICES	2	4	-	-	1	3	10
AGRICULTURE	17	36	17	14	4	12	100
AGRICULTURAL DEVELOPMENT CORP.	-	-	-	-	1	3	4
AUDITOR GENERAL'S OFFICE	-	-	-	-	-	1	1
CIVIL SERVICE COMMISSION	3	12	28	60	3	25	131
COMMUNITY & CULTURAL AFFAIRS	17	73	-	-	16	8	114
EDUCATION	1	5	7	14	6	6	39
ENERGY & FORESTRY	17	16	20	-	6	4	63
ENVIRONMENT	16	9	-	-	18	4	47
EXECUTIVE COUNCIL	1	5	-	-	-	6	12
FINANCE	33	39	-	-	42	31	145
FISHERIES & AQUACULTURE	6	11	-	-	4	3	24
GOVERNMENT REFORM	-	-	3	3	-	-	6
GRAIN ELEVATORS CORPORATION	-	-	-	-	-	2	2
HEALTH & SOCIAL SERVICES	33	231	105	564	22	262	1217
HOSPITAL & HEALTH SERVICES COMM.	2	9	-	-	2	8	21
INDUSTRY	11	8	-	-	6	1	26
JUSTICE	62	90	101	36	22	48	359
LABOUR	2	20	-	-	3	4	29
LIQUOR CONTROL COMMISSION	15	12	-	-	1	1	29
P.E.I. DEVELOPMENT AGENCY	-	-	11	18	1	1	31
P.E.I. HOUSING CORPORATION	3	2	-	-	3	3	11
P.E.I. LENDING AUTHORITY	-	4	10	5	1	6	26
PUBLIC UTILITIES COMMISSION	-	-	-	-	1	-	1
QUEEN ELIZABETH HOSPITAL	5	21	35	141	-	-	202
TOURISM & PARKS	12	13	7	1	3	8	44
TRANSPORTATION & PUBLIC WORKS	34	23	35	26	9	7	134
TREASURY BOARD	-	3	-	-	2	5	10
WORKERS' COMPENSATION BOARD	-	-	-	-	-	1	1
OTHER	50	141	185	287	1	2	666
EXECUTIVE DEVELOPMENT	314	120	-	-	-	-	434
TOTAL	656	907	564	1169	178	465	3939

PERSONNEL ADMINISTRATION DIVISION

MANDATE

The mandate of the Division is to ensure that employees are treated fairly and equitably. This is achieved by a centralized review of administrative activities covered by provisions of the Civil Service Act, Regulations, and Collective Agreement.

The Division also provides administrative support to the Commission.

FUNCTIONS

The major functions of the Division are to:

- monitor personnel activities of departments and agencies to ensure compliance with policy;
- develop personnel policies; and
- provide assistance and advice on personnel matters.

These functions are carried out by:

- monitoring the personnel and payroll systems;
- operating the human resource information systems;
- maintaining the personnel administration manual;
- providing advice to managers on personnel matters; and
- counselling employees with problems that affect work performance.

EMPLOYEE BENEFIT PLANS

The Division continued to be involved in the review and development of employee benefit plans through representation on joint Union/Management committees relating to benefits.

SUPERANNUATION

A significant change occurred this year when the actuarial penalty applied to pensions of employees who retire between age 55 and 60 was decreased. The penalty was reduced from 1/2 percent per month to 1/4 percent per month, and should make early retirement a more financially viable option.

RETIRING PAY

The *Civil Service Act* Regulations were amended to reflect changes in Retiring Pay. The amendment allows employees who are eligible for a pension and who are at least 55 years of age to defer their pension and still receive Retiring Pay.

As well, Retiring Pay is now based on total paid hours worked, rather than simply full-time or part-time. Employees will no longer be given credit for time taken as leave without pay.

INJURY ON DUTY

The Division monitors the Workers' Compensation program for the Government as an employer. During 1991, 307 claims for injury on duty were approved by the Workers' Compensation Board with a loss of 5443 days. The number of claims approved decreased by 40 and 11% fewer days were lost than in 1990.

The total cost of Workers' Compensation benefits for Government employees was $1,796,957., an increase of 6% over 1990. The increase is attributed to increased medical aid, pensions and lump sum payments.

INJURY-ON-DUTY CLAIMS APPROVED DURING 1991

Department	Claims	Days Claimed
Addiction Services	1	10
Agriculture	4	15
Community and Cultural Affairs	2	3
Energy Corporation	1	7
Energy and Forestry	30	194
Environment	1	1
Health and Social Services	153	2938
Housing Corporation	1	24
Justice	16	333
Liquor Control Commission	7	79
Tourism and Parks	10	37
Transportation and Public Works	81	1802
TOTAL	307	5443

COSTS OF WORKERS' COMPENSATION - 1991

Administration	$ 183,100
Compensation	215,200
Injury on Duty	499,100
Lump Sump Payments	133,200
Medical Aid	306,800
Pension	459,500
TOTAL	$1,796,900

COLLECTIVE BARGAINING

The Division assisted in the negotiation of a new collective agreement which covers the period from October 1, 1990 to March 31, 1992. A settlement was reached after 23 days of bargaining and 3 days of conciliation.

The settlement provided an $850 increase on scale October 1, 1990 and a 4.5% increase July 1, 1991. The new Agreement has a number of changes including an increase in shift work premiums and motor vehicle allowance, a sixth step in the pay plan for all nursing classifications, amendments to the layoff article, a no-layoff clause effective until March 31, 1992 and a memorandum of understanding covering the proposed new classification system.

DISCIPLINE

While discipline is the responsibility of the individual manager, the Commission monitors such action to ensure it is administered consistently. Disciplinary action in the form of written reprimand occurred in 12 cases, 15 employees were suspended, and 2 employees were dismissed in 1991.

REJECTION DURING PROBATION

3 employees were rejected during their probationary period.

ESTABLISHMENT

The Division maintains control over the established positions (created by Treasury Board) in the Civil Service. The Civil Service Establishment (Appendix A) shows the number and type of employees in each department and agency as of December 31, 1991.

PROFILE OF THE CLASSIFIED SERVICE

Appendices B to I provide an analysis of the classified service by various categories such as age, length of service, and salary. This information is used by the Commission to detect trends which might indicate the need for corrective action.

PAYROLL PERSONNEL SYSTEM

The Division continued to participate in an interdepartmental committee to assist in the implementation of the new payroll-personnel system. During the year a great deal of time and effort was spent modifying the proposed system to meet requirements. It is anticipated the new system will be operational in 1992.

The payroll-personnel system generates the Human Resource Information System which provides pertinent human resource data for use by the Commission and departmental managers.

EMPLOYEE PROFILES

An employee profile is a mini-resume containing human resource information. During the year the profile was modified, additional information was included, and departments were provided with on-line access to profiles for their employees. These modifications enable the Commission and departments to quickly obtain all current information on employees for use in a variety of personnel management applications.

OFFICE AUTOMATION

The Commission continued to implement the outstanding components of its computer plan. Additional hardware and software was purchased to facilitate the implementation of the Employee Assistance Program and the Occupational Health and Safety Program.

OCCUPATIONAL SAFETY

OVERVIEW

An Occupational Safety Program within the Civil Service was started in late 1990.

The Program is designed to stimulate a commitment to safety among employees. When this is reflected in their activities improved safety performance will follow; and with it, a corresponding reduction in human suffering and costs.

Success of the Safety Program depends on the active participation of the Employer, Employing Authorities, Employees and the Union.

A positive response was achieved during the first year. Some departments are developing internal safety policies, and employees are requesting information on ways to prevent occupational accidents and illnesses.

A trend towards fewer accidents, fewer days lost, and lower costs is evident.

Resources are shared with the Occupational Health and Safety Division of the Department of Labor, the Department of Health and Social Services, the Queen Elizabeth Hospital, and community groups such as *AIDS PEI*.

INJURY ON DUTY

The number of accidents which occurred during the year, days lost and associated costs, reveals a trend towards fewer accidents, and fewer days lost.

INJURY-ON-DUTY TRENDS

Year	# Claims	Days Claimed	Cost
1981	191	2816	$ 237,000
1982	182	2054	324,000
1983	165	2192	330,000
1984	184	3089	465,000
1985	150	2521	734,000
1986	178	3970	1,081,000
1987	255	4822	1,258,000
1988	358	6958	1,435,000
1989	359	7728	1,541,000
1990	347	6126	1,696,000
1991	307	5443	1,796,900

PROGRAM STAFF

The Health and Safety Coordinator is responsible for promoting safety, monitoring trends, advising Employing Authorities on safety problems, and implementing an educational program.

A Safety Officer assists departments investigate accidents, identify causes, and assures that corrective measures are implemented. As well, this officer conducts workplace inspections and facilitates Occupational Health and Safety committees.

ACCIDENT REPORTING SYSTEM

An automated accident reporting system was developed and implemented this year. All occupational accidents are reported as they occur; these are investigated and follow-up is done to monitor days lost and costs. Employees are encouraged to return to work in light or regular duties as soon as they are able.

ACCIDENT INVESTIGATIONS

Occupational accidents are investigated to determine the cause, and corrective action is taken to prevent future accidents.

Of the 260 accidents 139 were investigated by the Safety Officer or Coordinator; and 50 more were investigated by the employee's supervisor.

SAFETY ORIENTATION

77 formal orientation sessions were given in workplaces throughout the province to familiarize managers and employees with the Occupational Safety Policy and Program. These sessions will be offered on request as the process of orientating the workforce to the program is ongoing. Presentations are made to all new employees during the Orientation to Government training day conducted by the Staff Development Division.

JOINT SAFETY COMMITTEE

A Joint Employer/Union Safety Committee was established with representatives from Treasury Board, Civil Service Commission and the Union of Public Sector Employees. This Committee monitors the overall effectiveness of the Safety Program and makes appropriate changes where necessary.

WORKPLACE COMMITTEES

Workplace Occupational Health and Safety Committees were fostered. They consider health and safety matters, identify problem areas, make recommendations to management and follow-up on recommended actions. In workplaces where committees are impractical, a representative may be appointed to carry out the responsibilities of a committee.

By year end, 32 Occupational Health and Safety Committees and 43 representatives were in place throughout the service. Several other workplaces are in the process of establishing committees.

TRAINING

765 employees participated in one or more of the following training courses:

Back Care and Lifting Techniques	6
Hazardous Materials in the Workplace (WHMIS)	12
Noise and Hearing Protection	3
First Aid and CPR	7
Heart Health (facilitated)	1
AIDS in the Workplace	12
Other	12

EVACUATION PLANS

The Safety Officer assisted staff of Maplewood Manor update their disaster evacuation plan. The exercise, which included planning meetings and training sessions, was completed in a 6 week timeframe.

The Provincial Fire Marshal and the local Fire Department were involved with the final training session when a theoretical disaster was handled.

Requests for similar assistance have come from 4 additional manors.

AIDS POLICY

A policy on ***AIDS IN THE WORKPLACE*** was developed, approved and implemented. This policy promotes awareness about the disease and its transmission. As well, the rights and responsibilities of infected employees, non-infected co-workers, and employers when dealing with AIDS in the workplace are explained.

12 training sessions were conducted to explain the policy and others are planned.

REHABILITATION

The number of claims for Long Term Disability benefits during 1991 increased by 10%. The number of claimants released to return to work or retrain for another career decreased from 25 in 1990 to 15 in 1991.

The goal of Rehabilitation is to return claimants to work for which they are or can become suited through education, training or experience. Claimants released by their physician to return to work or to retrain meet with the Rehabilitation Counselor from the Insurance Carrier and are then referred to the Commission for career counseling and job search.

Of the 15 referred claimants, 7 successfully completed the program and 6 of these have been rehired to work with this employer. This is double the success rate during the previous year when 20% of all rehabilitation candidates were returned to this employer. The Carrier reports that only 14% of their other clients return to work with their original employer.

Rehabilitation services offered by the Carrier and the Commission were accessed by 15 claimants:

Successful with rehabilitation	7
Refused rehabilitation	1
Still in rehabilitation	3
Returned to disabled status and full benefits	4

Since the Rehabilitation Program began in November, 1988, 57 claimants have been referred to it; 25 were successful with rehabilitation, 4 refused, 3 are still in the program and 25 returned to their disabled status and full benefits.

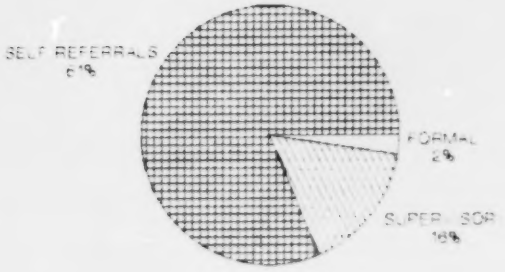
***George Stewart**, left and **Ed Dornan**, right of the Occupational Health & Safety Division, Department of Labor, check testing equipment.*

EMPLOYEE ASSISTANCE PROGRAM (E.A.P.)

The Employee Assistance Program (EAP) has been in existance for one year. This program offers confidential assistance to employees of the civil service and school system who are encountering problems which may interfere (or are interfering) with job performance. It is guided by a Joint Advisory Committee of representatives of the Civil Service Commission, Department of Education, School Trustees Association, U.P.S.E., P.E.I.T.F. and C.U.P.E. (non-instructional staff in school units). A provincial coordinator and secretary operate the Program.

201 contacts were made with the EAP office. The majority (163) were employees contacting the program on their own. There were 33 consultations with Supervisors and Union staff. Only 5 employees were referred formally by their supervisor.

E.A.P. REFERRALS



The Program is a ***"broadbrush"*** program offering assistance with a range of personal problems. In the past year the major problem areas were:

Depression	16%	Job/Career	7%
Marital	14%	Financial	6%
Job Conflict	14%	Medical	5%
Psychological	12%	Parent/Child	5%
Alcohol/Related	8%	Harrassment	5%
		Other	8%

35% of the employees resolved their problems in the EAP office and did not require a referral to community resources.

The Program has shown early positive results for employers and employees. 169 employees stated that their job performance improved as a result of using EAP:

- 88 employees prevented impact on **JOB PERFORMANCE** by using EAP in the early stages
- 35 employees **IMPROVED QUALITY/QUANTITY** of work
- 30 employees **RESOLVED INTERPERSONAL CONFLICTS** at work
- 16 employees **IMPROVED ATTENDANCE** records

The Coordinator piloted 125 orientation and training sessions for non-supervisory and supervisory employees across the province. These sessions helped employees understand the program and trained supervisors to differentiate between job performance and personal issues. As well, the Coordinator held sessions with several outside organizations seeking information with a view to possibly joining the program.

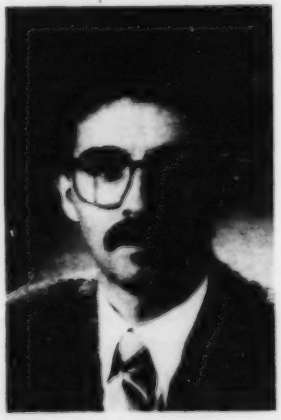
The Coordinator experimented with two new requested services:

1) **Worksite Mediation** aimed at resolving conflicts between two or more employees, and

2) **Critical Incident Debriefing** aimed at helping a group of staff deal with a traumatic event within the workplace.

The latter will be added as a regular part of the Program and the former will continue to be developed.

After only one year of operation, the EAP has established itself as a solid service which is beneficial to employees and their employers.



Frank MacAulay
E.A.P. Co-ordinator

EMPLOYEE RECOGNITION

LONG SERVICE AWARDS

The 4th Annual Long Service Awards Ceremony was held in June at Government House to recognize civil servants with 25 years and 30 years of service. Certificates of Appreciation and Long Service pins were presented by Premier Ghiz and Lieutenant-Governor Mrs. Reid. Fifteen employees received a gold pin for 30 years service, and 17 employees received a silver pin for 25 years of service.

Eighty-four civil servants with 20 years service were presented with Certificates of Appreciation and pins.

RETIREMENT

Thirty-one employees retired on pension during 1991. These employees had a average of 20 years service, and on average, were 63 years of age when they retired. For the first time, a part-time employee retired on pension.

RECOGNITION

In January the 4th Annual Retirement Recognition dinner and reception were held for the 1990 retirees. Premier Ghiz and Hon. Gilbert Clements hosted a banquet for 45 retirees and their guests. Retirees were presented with a gift and a framed certificate in appreciation for their years of service to the people of Prince Edward Island.

***Phyllis Deacon,** Agriculture receives a certificate from Premier Ghiz for 20 years service.*

***Kelvin Dowling,** Transportation and Public Works receives a certificate from Premier Ghiz for 20 years service.*

APPENDIX "A"

CIVIL SERVICE ESTABLISHMENT

DEPT. AGENCY	EXEC. DIVISION	CLASSIFIED DIVISION						CASUAL DIVISION EMPLOYEES							TOTAL
		EMPLOYEES			VACANT POSITIONS			TEMPORARY		RELIEF		CONTRACT	STUDENT	TOTAL	
	EMPLOYEES	F.T.	P.T.	TOTAL	F.T.	P.T.	TOTAL	F.T.	P.T.	F.T.	P.T.			CASUAL DIVISION	EMPLOYEES
Agriculture	1	117	13	130	11	4	15	30	3	3	0	4	0	40	171
Community & Cultural Affairs	1	105	33	138	8	9	17	13	11	8	13	3	0	48	187
Education	1	46	2	48	1	0	1	2	0	2	1	9	0	14	63
Energy & Forestry	1	51	0	51	2	1	3	44	0	2	0	1	0	47	99
Finance	2	168	1	169	13	0	13	13	0	7	0	0	0	20	191
Fisheries & Aquaculture	1	22	3	25	3	0	3	0	0	0	0	1	1	2	28
Health & Social Services	1	1027	418	1445	43	38	81	67	23	206	35	6	0	337	1783
Industry	1	36	0	36	2	0	2	2	0	1	0	2	0	5	42
Justice & Attorney General	1	245	42	287	7	8	15	11	10	36	8	4	0	69	357
Trans. & Public Works	2	452	79	531	3	2	5	255	3	25	0	2	0	285	818
Addiction Services (Central)	0	4	0	4	0	0	0	0	0	2	0	1	0	3	7
Auditor General's Office	1	17	2	19	1	0	1	0	0	0	0	0	0	0	20
Civil Service Comm.	1	28	2	30	1	0	1	0	14	2	0	0	0	16	47
Energy Corporation (Central)	1	0	0	0	0	0	0	8	0	0	0	4	0	12	13
Executive Council	8	12	1	13	4	0	4	1	0	2	0	2	0	5	26
Hospital & Health Services Comm.	1	33	0	33	2	0	2	3	0	0	0	2	0	5	39
Housing Corporation	0	31	1	32	6	1	7	18	0	3	0	1	0	22	54
Agr. Development Corp.	1	11	5	16	1	0	1	9	0	2	0	0	0	11	28
Land Use Commission	1	1	0	1	0	0	0	0	0	0	0	0	0	0	2
Legislative Assembly	13	0	0	0	0	0	0	0	0	0	0	0	0	0	13
Lending Authority	1	17	0	17	0	0	0	0	0	0	0	0	0	0	18
Liquor Control Comm.	1	99	0	99	12	0	12	21	0	5	0	1	0	27	127
Public Utilities Comm.	1	9	1	10	1	1	2	1	0	0	0	0	0	1	12
Treasury Board	1	15	0	15	0	0	0	0	0	0	0	0	0	0	16
Workers' Compensation Bd.	1	14	0	14	0	0	0	0	0	0	0	0	0	0	15
Tourism & Parks	1	50	15	65	3	2	5	24	2	1	0	2	0	29	95
Labour	3	29	0	29	6	0	6	2	0	2	0	1	0	5	37
Environment	1	54	2	56	7	0	7	0	0	11	0	2	0	13	70
TOTAL	49	2693	620	3313	138	66	204	524	66	320	57	48	1	1016	4378
TOTAL This Date Last Year	44	2703	629	3332	199	58	257	669	47	316	35	53	0	1121	4497

APPENDIX "B"

ESTABLISHMENT TRENDS

EMPLOYEES

	EXECUTIVE DIVISION	CLASSIFIED		CASUAL		TOTAL
		F.T.	P.T.	F.T.	P.T.	
1991	49	2693	620	893	123	4378
1990	44	2703	629	1013	82	4497
1989	46	2623	586	982	50	4332
1988	49	2545	544	1107	106	4348
1987	50	2509	483	832	97	3976
1986	45	2481	467	754	79	3826
1985	38	2478	485	686	69	3755
1984	43	2452	475	583	85	3638
1983	n/a	2052	214	1053	175	3494
1982	n/a	2213	85	1099	174	3571

Six Provincial Civil Servants were honoured at an Awards Ceremoney at Government House with ***Her Honour Marion Reid*** *presenting the Scouting Awards. Back row (L. to R.) Ken* ***MacDonald,*** *Lending Authority,* ***Kais Deelstra,*** *Agriculture,* ***Ian Scott,*** *Industry,* ***George Coade,*** *Energy & Forestry and* ***Agnes Bentley,*** *Finance. Front Row (L. to R.)* ***Eric Goodwin,*** *Justice and* ***Hon. Marion Reid.***

APPENDIX "C"

AGE PROFILE
CLASSIFIED SERVICE

AGE	MALE	FEMALE	TOTAL	%
Under 25	14	30	44	1%
25 - 29	85	199	284	9%
30 - 34	178	293	471	14%
35 - 39	259	374	633	19%
40 - 44	274	392	666	20%
45 - 49	210	265	475	14%
50 - 54	178	160	338	10%
55 - 59	128	145	273	9%
60 - 64	68	45	113	3%
Over 65	11	5	16	1%
TOTAL	**1,405**	**1,908**	**3,313**	**100%**
Median Age	43	41	41	
Average Age	43	41	42	

***Judy Bourgoyne,** Justice, receives a certificate from Premier Ghiz for 20 years service.*

APPENDIX "D"

SALARY PROFILE
CLASSIFIED SERVICE
FULL AND PART-TIME EMPLOYEES

SALARY*	MALE	FEMALE	TOTAL
Under $15,000**	42	361	403
15,000 - 19,999	1	66	67
20,000 - 24,999	241	501	742
25,000 - 29,999	300	461	761
30,000 - 34,999	223	193	416
35,000 - 39,999	172	170	342
40,000 - 44,999	127	81	208
45,000 - 49,999	119	34	153
50,000 - 54,999	73	27	100
55,000 - 59,999	55	8	63
60,000 & over	52	6	58
TOTAL	**1405**	**1908**	**3313**
Average	$34,974	$25,451	$29,490

*The salary figure is the employee's regular salary for time worked in the year.

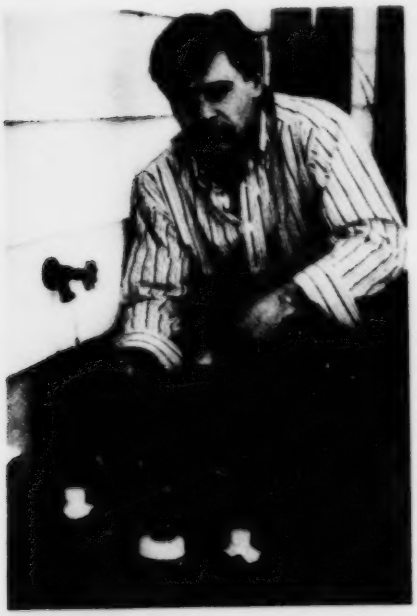
**All are part-time employees.

***Claire James,** Clerk with the Administrative Section of Energy and Forestry, checks information on her computer.*

APPENDIX "E"

SALARY PROFILE
CLASSIFIED SERVICE
FULL TIME EMPLOYEES

SALARY*	MALE	FEMALE	TOTAL
$15,000 - 19,999	1	6	7
20,000 - 24,999	214	472	686
25,000 - 29,999	256	442	698
30,000 - 34,999	201	188	389
35,000 - 39,999	163	168	331
40,000 - 44,999	127	81	208
45,000 - 49,999	119	34	153
50,000 - 54,999	73	27	100
55,000 - 59,999	55	8	63
60,000 & over	52	6	58
TOTAL	1261	1432	2693
Average	$36,215	$29,581	$32,687

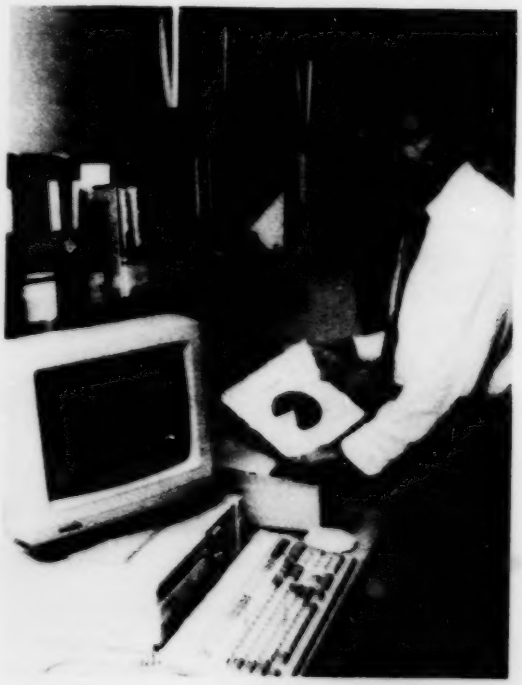


***Paul Baker,** Engineering Technician, with the Water Resources Branch, Department of the Environment performs a residential water test.*

APPENDIX "F"

LENGTH OF SERVICE PROFILE
CLASSIFIED SERVICE

YEARS OF SERVICE	MALE	FEMALE	TOTAL	% OF TOTAL
0 - 4	381	618	999	30%
5 - 9	218	404	622	19%
10 - 14	272	400	672	20%
15 - 19	270	318	588	18%
20 - 24	162	115	277	8%
25 - 29	58	33	91	3%
30 - 34	34	13	47	1%
35 plus	10	7	17	1%
TOTAL	1405	1908	3313	100%
Median Service	11	8	10	
Average Service	12	10	11	



***Doug Thompson**, Microcomputer Support Analyst, checks over full color graph produced through on Harvard Graphics in Computer Services Access Center.*

APPENDIX "G"

SEPARATIONS - 1991
CLASSIFIED SERVICE

CATEGORY	RETIREMENTS		RESIGNATIONS		LAY-OFFS		DISMISSALS		DEATHS		TOTAL
	M	F	M	F	M	F	M	F	M	F	
Administrative	4	2	7	7	1	2	0	1	1	0	25
Administrative Support	1	0	0	9	0	0	0	1	0	1	12
Operational	9	8	8	18	5	3	0	1	2	2	56
Professional	2	1	2	7	0	4	0	1	0	1	18
Technical	2	0	2	0	0	0	0	0	0	0	4
TOTAL	18	11	19	41	6	9	0	4	3	4	115

APPENDIX "H"

TURNOVER
CLASSIFIED SERVICE

Year	Separations	Turnover Rate
1991	115	3.5%
1990	186	5.8%
1989	157	5.0%
1988	248	8.0%
1987	165	5.5%
1986	170	5.8%
1985	186	5.0%
1984	156	5.3%

APPENDIX "I"

GENDER PROFILE
CLASSIFIED SERVICE

DEPARTMENT / AGENCY	MALE	%	FEMALE	%	1991 TOTAL	1990 TOTAL
Agriculture	73	56%	57	44%	130	134
Community & Cultural Affairs	56	41%	82	59%	138	143
Education	23	48%	25	52%	48	50
Energy & Forestry	38	75%	13	25%	51	53
Environment	39	70%	17	30%	56	52
Finance	94	56%	75	44%	169	164
Fisheries & Aquaculture	17	68%	8	32%	25	26
Labour	15	52%	14	48%	29	29
Health & Social Services	215	15%	1230	85%	1445	1458
Industry	23	64%	13	36%	36	36
Justice & Attorney General	166	58%	121	42%	287	292
Tourism & Parks	38	58%	27	42%	65	59
Transportation & Public Works	437	82%	94	18%	531	528
Addiction Services	2	50%	2	50%	4	4
Auditor General's Office	10	53%	9	47%	19	20
Civil Service Commission	10	33%	20	67%	30	32
Executive Council	-	-	13	100%	13	12
Hospital & Health Serv. Comm.	13	39%	20	61%	33	32
Housing Corp.	22	69%	10	31%	32	35
Agricultural Dev.Corp.	11	69%	5	31%	16	12
Land Use Commission	-	-	1	100%	1	1
Lending Authority	11	65%	6	35%	17	16
Liquor Control Commission	75	76%	24	24%	99	104
Public Utilities Comm.	4	40%	6	60%	10	11
Treasury Board	6	40%	9	60%	15	16
Workers' Compensation Board	7	50%	7	50%	14	13
TOTAL	1405	42%	1908	58%	3313	3332

APPENDIX "J"

CIVIL SERVICE RETIREES 1991

Department	Employee	Years Service:
Community & Cul.Affairs	Ronald Kennedy	11
	Albert Mallard	23
Environment	Roger Eaton	18
Energy & Forestry	Ralph Josey	31
Fisheries & Aquaculture	Ruth Lank	5
Health & Social Services	Erma Arsenault	20
	Wilfred Callaghan	21
	Mary Cameron	17
	Ralph Desroches	9
	Sadie Ferguson	22
	James Fraser	20
	Marcia Gaudet	17
	Agatha MacDonald	28
	Shirley MacIsaac	24
	Daisy MacKay	11
	Ella MacLeod	28
	Harold MacLeod	19
	Agnes McKinnon	27
	Pearl Scott	8
	Margaret Stewart	11
	Keith Williams	33
	Nina Webster	17
Justice	Arnold Ford	19
Labour	Sylvia Bell	14
	Roger Kennedy	17
Liquor Control Comm.	Alice Gaudet	17
	Joseph McCabe	35
P.E.I. Housing Corporation	Jerome Campbell	22
Tourism and Parks	Lloyd McKenna	19
Transportation & Public Works	Maurice Creed	19
	Elmer Gallant	16
	Ronald MacIsaac	24
	Harold MacRae	23
	Michael Sullivan	32

APPENDIX "K"

DECEASED EMPLOYEES 1991

The Commission recognizes the service and contribution of the following employees who died in 1991. We join their fellow employees in extending our sympathy to their families.

Nelson Court	Health & Social Services
Linda Marshall	Health & Social Services
Lola Milligan	Health & Social Services
Murray Ward	Health & Social Services
Vernon Moase	Liquor Control Board
Agnes MacDonald	Justice
Elaine MacNally	Finance